

Pickett CCC Memorial State Park Strategic Management Plan

2023 – 2033

DRAFT



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Park Purpose, History and Description

In 1933, the Stearns Coal and Lumber Company of Michigan donated 10,050 acres to the State of Tennessee. All the land was administered by the Tennessee State Forester in the Department of Agriculture until 1937 when it was transferred to the newly established Division of Forestry. In 1934 the National Park Service began work on developing a 2,000-acre recreation area and park. In 1949 about 1,000 acres of the park was transferred to the Division of State Parks. In May 1934, Civilian Conservation Corps Company 1471, S-65 moved to Pickett CCC Memorial State Park. They constructed a twelve-acre lake and dam, and thirty miles of roads and trails. Civilian Conservation Corps Company 447, SP-3 also occupied Pickett State Park in November 1934 where the present-day Group Camp is located. This camp was responsible for constructing rustic cabins #1-5, campground, nature center, boathouse, beach and swimming area, water tower, recreation lodge, 18 miles of hiking trails, and numerous low stone walls. The building and structures constructed by the CCC at Pickett CCC Memorial State Park were made of natural sandstone quarried locally. Large chestnut timber logs were also used in the construction of trail benches, cabins and other structures that are still in use today. Pickett CCC Memorial State Park is dedicated to preserving the hard work of the Civilian Conservation Corps thorough preservation and protection of CCC structures. The park also has unique geological features such as natural sandstone arches and sandstone rock shelters. Park amenities include 20 Cabins with four styles to accommodate different sized families, a 12-acre Arch Lake stocked with trout during the spring and summer months, several miles of hiking trails that meander through the park and forest, canoe and boat rentals, campground with a bathhouse, and a Group Camp that can accommodate 144 people.

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources.

- Expand partnerships with Fentress County schools to provide interpretive opportunities in the school and at the park. Examples include:
 - Career Day Programs at Clarkrange and York Institute
 - Participate in STEM events
 - Ranger visits to schools and field trips in the park.
- Meet with leadership from Fentress, Pickett, and/or other relevant counties annually.
 - Attend at least one County Commission meeting.
 - Attend a scheduled meeting with local chamber of commerce.
 - Meet with Solid Waste for Recycling and other Go Green related efforts.
 - Pursue presence on Joint Economic Community Development Board.
 - Meet with local planning commission to consult on Dark Sky related issues.
- Establish quarterly volunteer events.
 - Trail building and trail maintaining (Trail Adopters)
 - Invasive plant removal

- Utilize volunteers to assist with archival work.
- Promote the growth of Friends of Pickett State Park.
 - Designate a park staff member to attend monthly Friends Group meetings.
 - Better visibility of Friends at park special events.
 - Utilize Friends Group Members for leading interpretive hikes and other programs.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

- Ensure Park resource management plans adequately promote preservation, active protection and restoration of degraded habitats or historic structures.
- Utilize employee job plans to address resource stewardship including education/training.
- Provide training and educational opportunities for park staff to ensure they are educated and experienced with up-to-date resource management techniques.
- Provide educational and recreational opportunities for the public to promote a greater appreciation of resource preservation.
- Partner with other state agencies such as Natural Areas, Archaeology, and TN Historic Commission to implement best practices for natural and cultural resource management efforts.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

- Utilize GIS tools and databases such as ArcGIS, Field Maps, etc. to inventory existing and future natural and cultural assets.
- Utilize GIS tools to identify and inventory unprotected natural and cultural assets.
- Create an archive/database of CCC artifacts stored at Pickett.
- Work with TSP GIS team to assist with efforts.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

- Focus on varied types of programs of interpretation, recreation, and outreach to connect people to the resources of Tennessee State Parks
 - Telling Full Stories
 - Implement measures to ensure park users of all backgrounds and abilities are provided with opportunities to participate.
- Utilize tools such as AR/VR to connect people to the resources through technology. Virtually.
 - Provide virtual tours of the park.
 - Develop virtual interpretive programs for schools to access.

Objective: high quality programming: develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan:

- Develop and maintain a portfolio of programs for variety of user groups
 - Historical/Cultural Programs
 - Natural
 - School Groups
- Partner with universities and/or astronomy groups to build on astronomy-based programs.
- Free and fee-based programs.
 - Ensure a variety of price points for fee programs to allow users of all types to participate.

Objective: resource-based outdoor recreation: provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan:

- Offer resource-based recreation experiences.
 - Guided and self-guided historic structure tours.
 - Guided and self-guided museum tour opportunities.
 - Guided night hikes (lantern and glow worm hikes)
 - Off Trail exploratory hikes.
 - Natural Arch and/or Geologic Formation hikes.

THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: Improve maintenance: Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan:

- Work with Facilities Management to address deferred maintenance needs.
 - Focus on projects in order of priority or as funding allows.
 - Track through HIPPO software.
- Establish preventive maintenance plans.
 - Utilize HIPPO software to create reminders and track progress.
- Create SOPs for amenity cleaning protocols.
- Actively engage in programming meetings for capital projects and ensure compliance with park's design intent while forecasting future needs.
- Complete Biannual Trail assessments.
 - Utilize ArcGIS Field Maps to document trail signage, infrastructure, and trail maintenance needs.

Objective: *Better park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan:

- Pursue improvements that meet and exceed ADA compliance.
- Identify trails compatible for ATV wheelchairs and pursue access to utilize and implement ATV wheelchairs.
- Utilize park website and social media platforms to promote accessibility features.

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan:

- Ensure intentional design of all new facilities and remodeling of existing amenities
 - Facility and amenity improvements should match the original design intent of the park.
 - Utilize and ensure compliance with Tennessee State Parks design guidelines.
- Ensure signage is up to date, relevant, and in compliance with TSP Design Guidelines.
- Pursue EV infrastructure
- Pursue expanded broadband capabilities for all facilities.

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan:

- Recruit a diverse workforce reflective of citizen base.
- Pursue opportunities to provide training and professional development for park staff.
- Work with TSP Leadership to develop optimal staffing plans to address needs and create career growth opportunities.
- Promote open communication of ideas and encourage feedback.

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan:

- Ensure compliance with park budgets.
- Implement cost saving measures.
 - Purchase in bulk
 - Eliminate or reduce single use product.
- Implement sustainable practices.
 - LED lighting, motion sensors, water metering faucets, etc.

- Energy efficient appliances, HVAC units, etc.
- EV vehicles for staff where applicable
- Leverage partnerships to enhance park outcomes.
 - Friends Group
 - Volunteers (Amish, AmeriCorps, etc.)
 - TSP Conservancy
 - Local Businesses

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Park Overview

Site Fact Sheet

Park Name	Pickett CCC Memorial State Park
Site Manager	Travis Stover
Area Manager	Kim Moore
Park acreage	865
Total number of visitors (FY 2022)	236,882
Total expenses before CO (FY 2022)	\$1,360,501
Total revenues (FY 2022)	\$630,863
Retail cost recovery % ¹	154%
Park cost recovery %	46.3%
Average expense per visitor (FY 2022)	\$5.74
Average revenue per visitor (FY 2022)	\$2.66
Gross profit or loss	(\$729,638)
Total full-time available positions / filled	16/16
Total part-time available positions / filled	2/2
Primary feeder markets	Nashville, Knoxville
Primary reasons people visit	Scenic views and natural features featured on hiking trails such as the natural bridges, rock houses, and rock shelters. The park has campsites and cabins. There is a swimming beach, a group camp, 2 picnic shelters, and boat rental facilities. Interpretive programs such as glow worm hikes, lantern hikes, astronomy programs, and canoe floats are popular.
Opportunities for improvement	Improve ADA accessibility, expand camping opportunities through a new campground, expand visitor services and improve interpretive opportunities with a new historically appropriate visitor center, expand interpretive programming with a focus on CCC themed programs (historic structure tours, CCC living history, etc.). Offer increased dark sky viewing and programming opportunities.

¹ Based on T.C.A. 11-3-305, Cost recovery of revenue-generating facilities

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Hiking Trails
- Unique Natural Features (Hazard Cave, Natural Bridge, Glow Worms, etc.)
- Historic Structures (CCC)
- Cabins
- Campground
- Arch Lake
- Picnic Area
- Interpretive Programs

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Pickett CCC Memorial State Park. The findings and observations are not intended to be an exhaustive review of all issues present but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.

Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at Pickett CCC Memorial State Park and provides the assessed condition of each as reviewed in May 2023.

Site Asset / Amenity	Quantity	Condition
Arch Lake (CCC)	1	Fair
Bathhouse Campground	1	Poor
Bathhouse Group Camp	2	Fair
Boat House (CCC)	1	Fair
Cabins (CCC)	5	Excellent
Cabins (Standard)	5	Good
Cabins (Deluxe)	5	Good
Cabins (Suites-Closed)	5	Poor
Campsites	26	Poor
Dam (CCC)	1	Good
Equipment Sheds	2	Good
Group Camp	1	Fair
Maintenance Building	1	Poor
Museum (CCC)	1	Good
Nature Center	1	Fair
Picnic Pavilions (1 CCC)	2	Fair
Playgrounds	1	Good
Ranger Residence	1	Fair
Ranger Station	1	Good
Ranger Station (Assistant	1	Good
Recreation Lodge (CCC)	1	Poor
Restrooms (CCC)	1	Fair
Roads / Paving		Good
Sewage Treatment Plant	1	Fair

Staff House (Seasonal)	1	Good
Suspension Bridge	1	Good
Swim Beach (CCC)	1	Fair
Tennis Courts	1	Fair
Trails	18 miles	Good
Trail Shelters	10	Fair
Visitor Center/Park Office	1	Fair

Trail Inventory and Assessment

Trail Name	Mileage	Condition	State Forest, State Natural Area, or Park
Bluff Trail	0.77	Good – Erosion issues in some areas, tread needs to be widened in some areas.	State Forest (Managed entirely by State Park)
Coditz Cove Trail	1.13	Fair – Erosion issues in some areas, tread needs to be widened in some areas, issues with switchback.	State Natural Area
Double Falls Trail	0.68	Good – Erosion issues in some areas, tread needs to be widened in some areas.	State Forest
Hazard Cave Trail	1.51	Good – Erosion issues in some areas. Bridges need updated with modern design.	State Natural Area
Hidden Passage Trail	7.27	Good	State Park and State Forest
Indian Rockhouse Trail	0.20	Good	State Forest
Island Trail	0.37	Good – Erosion issues in some areas.	State Park
John Muir Trail	0.79	Poor	State Forest
Ladder Trail	0.87	Fair – Major Erosion issues in some areas, tread needs to be widened in some areas. Both Ladders need to be replaced.	State Park
Lake Trail	1.49	Fair – Major Erosion issues in some areas, tread needs to be reworked. Needs stairs/steps added.	State Forest (Managed entirely by State Park)

Lake View Trail	0.48	Good – Tread rework in some areas.	State Park and State Forest (Managed entirely by State Park)
Mesa Top Trail	0.95	Good – Steps/Staircases need some additional bracing.	State Natural Area
Moccasin Rock Trail	1.42	Good	State Forest
Natural Bridge Trail	1.21	Fair – Some areas need rerouting and tread reworked.	State Park
Pogue Creek Canyon Overlook Trail	1.18	Good	State Natural Area
Ridge Trail	2.76	Poor. Bridge washed out on State Forest.	State Park and State Forest
Tunnel Trail	0.45	Poor	State Forest
Upper Canyon Trail	2.02	Good	State Natural Area
Grand Total	25.55		

Pickett CCC Memorial State Park provides access to a variety of hiking experiences that vary in length and difficulty. They range from short hike suitable for families, to longer more challenging hikes suitable for the outdoor adventurer. The trail system consists of 18 miles of natural surface trails rated from easy to moderate difficulty. Pickett trails traverse through open hardwood forest accented by lush thickets of rhododendron and mountain laurel. The trails feature miles of scenic views highlighted by sandstone bluff lines, rock shelters, natural arches, and historic CCC structures. Pickett trails offer a variety of recreational opportunities that promote and improve personal health and mindfulness. Several sections of trail are in need of erosion correction, tread renewal and/or repair, and a few areas need rerouting to improve safety. Trail infrastructure needs include bridge and handrail repairs, footbridge replacement, and trail ladder repairs and replacement. Overall, trails are in good condition.

In addition to Pickett trails, Pickett staff co-manages Colditz Cove and Pogue Creek Canyon State Natural Areas. Pogue Creek Canyon SNA provides access to more than 5 miles of natural surface trails that range from moderate to strenuous difficulty. The trails offer a spectacular hiking experience for outdoor enthusiasts. The hiking trails within Pogue Creek traverse through a diverse landscape of rugged canyons, lush forests, and meandering streams, providing an immersive and picturesque adventure. Multiple rock houses and sandstone formations occur along the hiking trail and provide astonishing views. The rock houses are habitat for rare species such as Cumberland sandwort and the state-listed species Lucy Braun's snakeroot which is only known from four counties in Tennessee. Trails are in good condition, with some areas in need of tread repair.

Currently, Pickett and Division of Natural Areas staff are in the conceptual planning phase for a trail expansion to connect the Main Pogue Creek trailhead on Hwy 154 near Pickett State Park with the Delk Creek trailhead in Pall Mall. This would potentially add up to 10 additional miles of hiking trail in Pogue Creek, with approximately 0.5-1.0 mile of trail already complete. Through expansion of the Pogue Creek trail system, we can raise awareness of the area's unique ecosystems, promote conservation efforts, and

provide additional access to miles of towering bluff lines, rock formations, and streams. This increased access will encourage visitors to appreciate and value the natural beauty of the area, fostering a sense of stewardship and environmental responsibility.

Colditz Cove SNA is a 1.5-mile loop that leads hikers to the base of Northrup Falls. This is one of Tennessee's most stunning waterfalls plunging more than 60 feet over a protruding rock ledge into a scenic, narrow, gorge along Big Branch Creek. Along the way, hikers will pass through a variety of forest ecosystems, including a mixed hardwoods and evergreen forest, rocky outcrops, and sandstone bluff lines. Below the falls along Big Branch Creek, large hemlocks and white pines dominate the forest canopy and probably are more than 200 years old. Beneath these giant trees, thickets of rhododendron form along the creek, providing important habitat for riparian plant and animal species. Colditz Cove is home to several, relatively rare animals including the Black Mountain dusky salamander the woodland jumping mouse, the smoky shrew, the pygmy shrew, and the southeastern shrew. The trail is in fair condition with several areas needing erosion and tread repair. Social trails created from the adjacent neighborhoods is an area of management concern.

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
RV Campground	New campground with 75+ sites to accommodate modern RVs.
Visitor Center	Visitor Center with CCC style design with adequate parking, office spaces, and interpretive space.
Maintenance Facility	New maintenance facility with sufficient storage and safe
Playgrounds	New playgrounds for varying age groups and abilities.
Cabin(s)	New cabin or cabins to replace suites in alternate location
Pogue Creek Canyon Trail Expansion	Expand trail system at Pogue Creek to highlight the area and improve recreational access.
Dark Sky Campground and Observatory	Utilize Deitz property acquisition to provide a new Dark Sky campground and observatory.

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

Facility Need	Priority Assignment
CCC Recreation Lodge Historic Restoration	High
CCC Structures Preservation	High
Arch Lake Restoration (Dredging sedimentation)	Medium
Repurpose existing campground with CCC intentional design	Low
Restore swim beach to original design	Medium/High

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services;**
- 2) Important Services; and**
- 3) Value added or Visitor Supported Services.**

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers, and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered at Pickett CCC Memorial State Park have been identified as **core services**:

- Support the mission of Tennessee State Parks which is "To preserve, protect, and share Tennessee's natural and cultural resources while providing safe, quality outdoor experiences."
- Provide for public access to the park, the facilities, and the grounds.
- Provide for public safety for visitors and protection of natural and cultural resources.
- Provide for maintenance of grounds, facilities, and infrastructure.
- Maintain facilities developed through the LWCF program to required standards.
- Provide for basic, non-staff supported day-use activities with informational signage, picnic tables, trash cans and restroom facilities.
- Maintain drinking water and wastewater programs to state standards.

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at Pickett CCC Memorial State Park have been identified as **important services**:

- Provide a full range of environmental, cultural, and recreational programs.
- Offer park-specific information at the Visitor Center and Nature Center.
- Provide educational outreach programs for schools and organized groups.
- Provide hiking trails and picnic facilities.

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at Pickett CCC Memorial State Park have been identified as **visitor supported services**:

- Cabins
- Camping
- Group Camp
- Boat Rentals
- Picnic Pavilion Rentals
- Gift Shop
- Fee based interpretive programs

Personnel / Staffing Review

Personnel and staffing at Pickett CCC Memorial State Park represent the largest area of budgetary expense at an average of 74% of the total operating budget each year for the last three complete years, which is 9% more than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Compensation Total
Park Manager	1	*
Park Ranger 3	1	*
Park Ranger 2	3	*
Admin Assistant 1	1	42,504
Account Clerk	1	34,236
Facilities Supervisor	1	60,300
Conservation Worker 2	3	102,372
Conservation Worker 1	2	60,708
Custodial Worker Supervisor 1	1	34,236
Custodial Worker 1	2	52,044
TOTAL	16	714,216

**Law enforcement compensation confidential by TN law.*

Part Time Employees

Position / Title	Quantity	Compensation Total
Seasonal Laborer	2	16,124
TOTAL	2	16,124

Labor Support

Labor Support	Annual Hours
Volunteers	Average 1000
Community Service Workers	
Engineering and Construction Crews	
Resource Management Crews	
Other: _____	
TOTAL	1000

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	714,216
Part Time Employees	16,124
TOTAL Annual Labor Expense	730,340

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Park Manager 1	1	FTE	2025	Park, Natural Areas, and Forestry Oversight
Park Ranger 2	1	FTE	2024	Forestry Responsibilities
Clerk 3	1	FTE	2025	Improved Visitor Services and Office Staffing
Conservation Worker 2	2	FTE	2025	Restore maintenance personnel levels and prepare for expansion of camping.
Custodial Worker 2	2	FTE	2025	Increased cabin use, Create career ladder
Resource Manager	1	FTE	2025	Provide assistance with trail oversight, historic structure inspections, and rare species monitoring.
Job Share	2	PT	2025	Provide staffing flexibility for busy season
TOTAL	10			

Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Cabins Rev Per Unit	Campground Rev Per Unit	Group Camp Rev Per Unit	Day Use Rev Per Unit
2019	44.7	3.8	83.51	0.71
2020	45	5.88	26.50	0.63
2021	58.67	9.17	62.85	0.79
2022	73.97	6.95	88.06	1

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Cabins Rev Per Unit	Campground Rev Per Unit	Group Camp Rev Per Unit	Day Use Rev Per Unit
2023	76	7	90	1
2024	78	7.5	92	1
2025	80	8	95	1.1
2026	83	8.5	98	1.2

Customer Service

YTD Cabin Ranking by NPS, Cleanliness and Staff Service Scores			
Park Name	Net Promoter Score (NPS)	Average Cleanliness Score	Average Staff Service Score
Pickett State Park	84	4.83	4.88

Platform / Site	Year	Customer Satisfaction Level
Google Reviews	2023	4.8
Trip Advisor	2023	4.5
All Trails	2023	4.5

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Professional Certifications for Maintenance Personnel (Should be a TSP Initiative)
- Master Trail Building Certification
- CAP Certification for Administrative Personnel
- S212 Advanced Chainsaw Training
- General management, administrative, and safety training
- Routine management training.
- Routine law enforcement training.

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. Site and Facilities

- Address erosion, slope, and safety issues in current campground.
- Exterior and interior improvements to cabins 6-10
- Address erosion issues in picnic area and at the CCC swim beach.
- Demolish Suite Cabins

2. Operations and Staffing

- Ranger 2

3. Customer Service / Visitor Experience

- Improve broadband access to campground and day use areas.
- Expand recreational and educational program offerings.
- Added focus on utilizing CCC Nature Center for base of Interpretive efforts (SIR Office)
- Pursue amphitheater or communal fire ring for interpretive programs.

Mid Term Recommendations (2–5 years)

1. Site and Facilities

- a. New RV Campground to accommodate modern camping needs
- b. Restore current campground to original CCC design to accommodate tent campers.
- c. New Visitor Center with appropriate design, adequate parking, adequate office and meeting space, and interpretive displays and space.
- d. Restore CCC swim beach to original design. Remove stone wall added in 1960s.

2. Operations and Staffing

- a. Additional custodial staff to offset increased cleaning duties with cabins.
- b. Additional maintenance personnel to assist with new campground upkeep and expanded operations.
- c. Additional personnel to assist with new camper check in station.
- d. PM 1 (Assist with oversight of Pickett, Pogue, Colditz, and Forestry duties)
- e. Clerk 3
- f. Job share

3. Customer Service / Visitor Experience

- a. Improve ADA access in all areas of the park.
- b. Expand special event offerings. (Build on current special events and add new)
- c. Incorporate AR/VR technology.
- d. Expand CCC themed program offerings such as living history, guided theme hikes, additional museum and CCC building tours.
- e. Restoration of Arch Lake. Dredging to remove sedimentation.

Long Term Recommendations (5+ years)

1. Site and Facilities

- a. Historic restoration and preservation of CCC structures. (Continuous Effort)
- b. New cabins
- c. Complete effort to reestablish original boundary of Pickett design.
- d. Dark Sky Camping

2. Operations and Staffing

- a. Dedicated Resource Management personnel
- b. Dedicated Interpretive personnel

3. Customer Service / Visitor Experience

- a. Complete the new trail system at Pogue Creek. Connect Upper Canyon trail to Delk Creek Road Area in Pall Mall.
- b. Revamp all trail signs including blazing, directional, and informational signs.
- c. Dark Sky Observatory to accommodate partnerships with UT Knoxville, school groups, etc.

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place in order to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

Pickett CCC Memorial State Park is a place of extraordinary scenic beauty and historical significance, combining unique geological and biological diversities with a rich cultural heritage. The historic structures left by the Civilian Conservation Corps are important cultural resources and wonderful examples of how park infrastructure can be perfectly complimentary with a natural setting. The vision of Pickett CCC Memorial State Park is to be recognized as preserving some of the best examples of CCC architecture in the Southeast. Several structures on the park built by the CCC still stand and are used today. They include 5 rustic cabins, a recreation lodge, nature center, CCC museum, water tower, original park office, a 12-acre lake and dam, and several miles of hiking trails.

The geology that makes the Cumberland Plateau and Pickett State Park unique also protects archaeological sites throughout the park. The sandstone cliffs, rock shelters, and arches found throughout Pickett preserve prehistoric and historic archaeological sites. Evidence of early 20th century railroad activity as well as other cultural uses such as moonshine still are preserved throughout the park. Additionally, prehistoric Native American utilized these sheltered areas in the park from the Paleo period until European Contact. The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

Strategies

- A. Coordinate with Division of Natural Areas on rare species monitoring and management.
- B. Coordinate with TN Historic Commission on monitoring and management of historic structures.
- C. Leverage partnerships with GIS team for geospatial analysis of park resources.
- D. Fully Implement Hazardous Tree Management Plan.
- E. Implement a Biodiversity monitoring program for park fauna and flora.
- F. Continue to coordinate efforts with TN Division of Forestry to manage invasive Hemlock Woolly Adelgid.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
CCC Cabins	5	Good	Capital Project Restoration in 2020
CCC Structures (Other)	30	Fair	Most have issues with log end deterioration and some structural issues. Stone foundations and other masonry needs.
Arch Lake	12 acres	Fair	Invasive plants and sedimentation issues.
Hemlock Trees		Poor	Most have signs of Adelgid infestation.
Rock shelter habitat		Good	Good condition. Provide unique habitats.
Black Bears		Good	Expanding range and increasing numbers. Uptick in human/bear interaction.
Sensitive Plant Species	10	Fair/Good	Lack of overall data on status of some species. Some haven't been documented since 1970s.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Resource	Management Recommendations	Priority
CCC Cabins	Public Use: Managed access. Access limited to rentals. General Management: Regular inspection and monitoring. Repairs based on historic preservation best practices.	High
CCC Structures (Other)	Public Use: Managed access. Access limited to trails and other public areas of the park. General Management: Regular inspection and monitoring. Repairs based on historic preservation best practices.	High
Arch Lake	Public Use: Managed Access. Access limited to fishing and paddling recreation. Swimming area restricted to swimming. General Management: Coordinating with TWRA on Fish Stocking and Invasive plant management.	High
Hemlock Trees	Public Use: Managed access with infrastructure and regulation – access limited to trails with usage policies and regulations. General Management: The hemlock forests are managed for improvement of overall forest health which include ongoing invasive species management coordinated with TN Division of Forestry.	High
Rock shelter habitat	Public Use: Managed access with infrastructure and regulation – access limited to trails with usage policies and regulations. General Management: Coordinate with Division of Natural Areas for monitoring.	Moderate
Black Bears	Public Use: Wildlife viewing and observation. General Management: Visitor education, trash free campground, bear saver trash receptacles. Coordinate monitoring and management with TWRA.	Moderate

Sensitive Plant Species	<p>Public Use: Managed access with infrastructure and regulation – access limited to trails with usage policies and regulations.</p> <p>General Management: Informational signage and collaboration with Division of Natural Areas for inventory monitoring.</p>	High
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Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
Reestablish original park boundary based on original NPS/CCC design. Original design called for a 2,000 acre state park. Approximately half of the original park was not transferred from TDF in 1949. A survey of park boundary is needed.	Short Term
Acquire lands to improve park boundary integrity	Short Term
Additional property acquisitions to improve and control access points and protect viewshed.	Long Term

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

The interpretive mission for Pickett CCC Memorial State Park is to interpret the unique natural and cultural features of the park, along with the Civilian Conservation Corps and its impact in the area. Several structures are listed on the National Register of Historic Places.

Utilizing hand tools, a strong resilience, and proper instruction, the boys of the civilian conservation corps affected the natural and cultural resources of this area by altering the landscape and local appreciation of the outdoors while leaving behind a legacy for future generations. The secondary theme of the park evaluates the natural aspects of the park and the uniqueness of the region. These themes assess human interaction of natural resources including the local history of coal mining, logging, and the reintroduction of bears. Topics can also include folk culture of the area and the prehistoric use of this region. Pickett also evaluates the importance of Dark Skies through astronomy programs.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

Action Plan:

- Research the park and area history to identify additional opportunities to tell diverse stories.
- Work with IPE to identify opportunities to expand programs and tell full stories.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that complement and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

Action Plan:

- Work with IPE to expand interpretative media.
- Utilize Facebook Live to promote park and programs
- Incorporate AR/VR technology.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- Interpretation of natural, historic, and cultural resources
- 3-5 unique experiences for all audiences
- Varying intensity from self-guided to immersive experiences
- Partnership opportunities for program delivery
- Varying costs to the user from “free to fee” based on value of the benefit to the participant.

Action Plan:

- Expand on existing archives of program templates/outlines and develop updated programming guides to provide unique experiences for a variety of user groups. Catalog of programs can be utilized by existing staff, new hires, and seasonal staff members. Programs will focus on park interpretive themes to highlight CCC history, culture of the region, unique geologic features of Pickett and Pogue Creek, and flora and fauna of the area. Programs will be presented in a variety of formats to accommodate different audiences. Opportunities exist to utilize relationships with universities, astronomy groups, and Friends of Pickett to expand on astronomy programming opportunities. Pickett will provide free programs and a variety of price points for fee programs to allow users of all types to participate. The program value assessment tool will be utilized to determine price point of relevant programs.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- Managing recreational use with the stewardship needs of the resource
- Varying intensity from self-guided to guided experiences
- Partnership opportunities for program delivery
- Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.

Action Plan:

- Provide resourced-based outdoor recreation opportunities that highlight the uniqueness of the Cumberland Plateau area including the geologic features, natural formations, Arch Lake, the flora and fauna of Pickett, Pogue Creek, Pickett State Forest, and the surrounding area. Hiking trails provide a wide range of options of varying intensity and Rangers provide off trail hikes and other unique experiences for visitors to improve stewardship and appreciation. Future trail expansion in Pogue Creek will provide additional access to resource-based outdoor recreation while balancing the stewardship need of the Natural Area. Trails will be designed to highlight the area but allow for protection of sensitive natural and cultural sites. Programs and opportunities will be presented in a variety of formats to accommodate different audiences. Opportunities exist to utilize the relationship with Division of Natural Areas and volunteers to assist with hiking trail expansion for Pogue Creek. Opportunities exist to work with Division of Natural Areas and Division of Forestry to expand on program opportunities highlighting Pickett State Park, Pogue Creek Canyon and Colditz Cove State Natural Area, and Pickett State Forest. Pickett will provide free programs and a variety of price points for fee programs to allow users of all types to participate. The program value assessment tool will be utilized to determine price point of relevant programs.

HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The “recovery” of operational costs by earned revenues is referred to as “cost recovery”. Operating costs beyond those supported by earned revenues represents the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	46.3%	44.10%	42.69%	42.79%	42.90%	43.22%

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